

THE BIG IDEA

Slides

The Marlboro Story

// = Tells you when to go to the slide indicated.

1-The Big Idea

// The truly big ideas in marketing and advertising are rare. A really big idea for an international marketing company is a selling idea that not only lasts in the long term, but can work in spite of changing market conditions. Also, it is an idea that transcends linguistic and cultural frontiers and moves product off the shelf in country after country.

Such a big enduring and universal idea won't depend on a fad or gimmick that is here today and gone tomorrow. It will be simple, basic and go straight to the heart of the matter. Each new ad or commercial anywhere adds cumulatively to the effect of all the advertising that's gone before it.

2-The Big Idea *E,U,E

// A big idea is enduring, universal and extendable and one campaign has proven to be just about the biggest, most enduring, most universal marketing idea ever.

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- 3-MC // "Marlboro Country" is that big idea. It is an idea that was produced one of the most powerful
- 4-Outlaw // images in advertising today and has built Marlboro to be the No. 1 selling cigarette in the U.S. and around the world.
- 5-NFBrands // It started back in 1954 when the cigarette industry was dominated by non-filter brands - Camel, Lucky Strike, Chesterfield and Pall Mall.
- 6-90% of // Non-filter cigarettes accounted for 90% of all cigarettes sold in the U.S.
- 7-Oldpack // Marlboro was one of these non-filter cigarettes. It was an extremely mild cigarette liberally laced with Turkish tobaccos. It had been around since 1924 and was positioned as a female cigarette with less than one quarter of one percent of the market.
- 8-oldpack // Marlboro came in a feminine package with an ivory filter and was // positioned in the advertising as a
- 9 -old ad "Beauty Tip".
- 10 -Filbrands // During this time there were only six filter cigarettes on the American Market: Winston, Kent, L&M, Viceroy, Tareyton and Parliament, in that order of sales. // Together they shared the
- 11 -10% of remaining 10% of the cigarette market.

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12 -slide:

Opportunity

// PM saw an opportunity in the filter segment. Indications were that a substantial number of smokers were starting to switch to filter cigarettes. So they developed a cigarette with a filter that employed some entirely new principles. This cigarette had a blend of tobaccos that in consumer tests proved superior in flavor to other filter cigarettes currently in the marketplace.

Having developed this quality product, PM needed to give it a name. However, as you can imagine, cigarette names are hard to come by. Finally, after much discussion, PM decided to give it a name they already had - //Marlboro.

13-First
Flip Top

But, Marlboro was the name of a cigarette totally different from the kind of cigarette PM now wanted to market.

The first step in developing a new masculine image for Marlboro was a packaging innovation called the flip top box, as seen here.

It was at this time that Leo Burnett got involved with PM. Burnett's task was to take this new cigarette and packaging idea and give it a personality that would appeal to a broader base of smokers - men.

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14 -side by
side

So after some discussion, one of the first recommendations Burnett made was to further defeminize the Marlboro//package to its now famous red roof design.

Now all the pieces were in order - product, name and packaging, all we needed was a hard working advertising campaign to give the brand a personality that was appealing to the target consumer, while separating it from other brands in the market.

15 -Leo

//Here's how Leo Burnett himself describes the development of the first Marlboro ad.

16 -blank

//(Leo clip)

17 -cowboy

//And here is that very first ad which ran in a Dallas newspaper. It seemed to have all the elements of big idea going for it - an appeal to the largest segment of the smoking population - men - with the heroic figure of a cowboy - bold new packaging and the promise of good flavor.

It was an immediate success and sales had tripled by the end of the first year.

Now, when most people think of the Marlboro man, they think of a cowboy. And, as you've just seen, the first ad did feature a cowboy. But the original focus of the campaign was broader than that and over the course of the next 10 years went through several refinements before settling on the campaign you see today.

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18-ad // In 1955 and 1956, in the "you get a lot to like"
series we showed a variety of men in interesting
19-ad jobs and hobbies. // Men with tattoos - suggesting
they had come up the hard way and had made it.
20-ad // Hinting they had a romantic, adventurous past.

21-ad // They were a breed apart, and became known as the
"Marlboro Men." And as the Marlboro image started
to emerge, it was helped by television. Here's
some examples of those early Marlboro commercials.

22-blank // (Run early TV - pilot/cowboy :45)

23-sales
slide // And so it went over the next few years. Marlboro
sales grew dramatically. From 18 million
cigarettes in 1954 to 6 billion in 1955 to over 20
billion in 1957, when we were selling 3 times as
many cigarettes in a day as we did in the whole
year of 1954.

24-MMad Through these years, the campaign went through
refinements and different main copy lines. // From
"Where there's a man, there's a Marlboro" stage
25-SBad in 1957, // through the "Settle Back" series, where
26-SBad our // Marlboro men were shown relaxing and
27-SBad // enjoying their cigarette. We even used Julie
London, a famous American actress, on TV to get
them in the mood.

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28-blank

//(Run :45 Julie London spot)

29-ad

//In the "Settle Back" ads during the late 50's, athletes were featured in print and used in TV commercials.

Throughout the evolution of the campaign we found ourselves moving in one direction. From expressing Marlboro masculinity through the use of a lot of different types, we kept wanting to find a simpler expression - a single symbol of masculinity. Here's an example of a commercial featuring Paul Hornung of football's Green Bay Packers.

30-Blank

//(Run Paul Hornung spot)

31-Outlaw

//In a world that was becoming increasingly complex and frustrating for ordinary men the cowboy represented an antithesis. A man, whose environment was simplistic and relatively pressure-free. He was his own man, in a world he owned. And he seemed to be the ideal symbol for our cigarette - the crystallization of 7 years in the development of a big, and simple enduring theme.

32 -'63

33 -ad

34 -ad

35 -ad

//In 1963, the cowboy became the sole Marlboro Man and we invited smokers to join him in "Marlboro Country". //Here are some of the first print expressions of Marlboro Country and, //the headlines that seemed to hold it all together. //A masculine cowboy, smoking his cigarette in his

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private world - Marlboro Country.

36-ad

//Originally, we showed him in New York, in Yankee Stadium, or against a backdrop of other great American landmarks. We wanted to say that wherever men smoked for flavor, that was Marlboro Country.

37-blank

//(Run "Marlboro Country" :60 in NY, etc.)

38-ad

//The final refinement in our advertising was to settle our focus on the cowboy's real environment.

39-ad

//To put the cowboy in his own true world - the American West. And when we did, he became an even more believable symbol of masculinity. This natural world was as rugged and dramatic as he was. //He was even more of a personification of

40-ad

simple strength in this almost overpowering background of beauty and grandeur. And against this vista, words seemed to be less and less necessary - even extraneous.

Television was our main support at this time, and as our copy got shorter the emotive strength of the music that underscored the graphic scenes became more and more important.

For our mainstream musical theme, we bought the music from the great Western movie, "The Magnificent Seven." The music is as versatile as it's stirring.

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Here are some commercials aired at that time.

41 -blank

//(Run "Wild Stallion"/"Horses in the Surf"/"Foggy II")

42 -sales
slide

//While growth in the 50's had been impressive, since the beginnings of Marlboro Country in 1963, sales in the U.S. increased an average of more than 10% per year through the rest of the 60's. These sales were also fueled by the introduction of two line extensions: Menthols in '66 and Longhorn 100's in '67.

43 -'71
44 -'MC71

//At the end of 1971, the broadcast ban on cigarette advertising took effect. //Staying consistent with our big idea, Marlboro made a smooth transition from television to non-broadcast media. Marlboro's print advertising was as dramatic as the television had been over the past decades.

And In the years that followed, Marlboro stayed with its consistent presentation of a single-minded image, while its competitors struggled to make the transition from television to print.

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45-1970 //For example, Marlboro sales continued to grow while Winston, the #1 selling brand at the time began to lose ground as it changed its advertising almost annually. In this ad, they're playing football, //in '71 their theme was down home taste and //in 1972, with Marlboro sales driven up by the introduction of Lights, Winston was "going nowhere".

46-1971

47-1972

48 -1973 //Notice how Marlboro stays consistent with its sharply focused Marlboro Country campaign as Winston goes from young lovers in '73, //to a suit and tie, //to a demanding woman. By the end of 1975, Marlboro had overtaken Winston and become the top selling brand in the U.S. cigarette industry. We never looked back.

49 -1974

50 -1975

51 -1976 And Winston continued to struggle as they searched for the big idea. In // '76 and // '77 it was hip

52 -1977 guy, //the back to the suit and tie, and //here he

53 -1978 is a lumberjack. //In 1980, they initiated the

54 -1979 Nobody Dose It Better campaign and//they stayed

55 -1980 with it thru 1981. //In 1982 they switched to the

56 -1981 America's Best campaign and//stayed//with//it thru //

57 -1982 1986. //In 1987 they changed again to the Real

58 -1983 People campaign, which is still running today.

59 -1984

60 -1985

61 -1986

62 -1987

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63-sales
chart

// Today Marlboro continues to be the market leader.

In 1987 we sold 134.6 billion Marlboro cigarettes in the U.S. and attained a market share of 23.9 %, the highest in 50 years.

64-ad

// However, a truly big idea that endures over time must also appeal to a universal audience.

65-ad

// The big question for PM was would the Marlboro Country campaign be relevant to consumers in markets such as Germany, Hong Kong and Mexico? How would smokers react to this American, image of rugged masculinity? Would they like it and even more importantly, would it motivate them to buy the product?

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